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## Strategic Plan 2008-2009

In College Station, we strive to set the bar. We conduct daily business as a City aiming to provide our citizens with the best quality of life possible. The City Council and City staff work hard to ensure that we are moving in a direction that is best for the overall character and betterment of our community based on the voices and opinions of those living in College Station. A highly qualified workforce, an extremely engaged citizenry and a set of focused goals are the cornerstones of what make this a successful community.

As a rapidly growing city, we recognize the importance of neighborhood integrity as well as responsible growth in our communities. We focus on forward thinking policies that retain the integrity and standard of service to which our citizens have become accustomed. Efforts made to Green College Station and constructing a new City Hall are endeavors this City pursues in order to reach the next level.

The Strategic Plan is a collaboration of the City Council and the numerous City departments working together to create a cohesive forward direction for College Station in the upcoming years. Updates were made to the plan as a result of the City Council's annual strategic planning retreat. In addition to adding the two new strategic issues of Neighborhood Integrity and Green College Station, other policy goals and direction are interspersed throughout the document.

Following, you will find an outline for the goals and practices we have set to achieve in the near future so that each citizen may enjoy a greater quality of life than ever before.

### *Mission Statement*

ON BEHALF OF THE CITIZENS OF COLLEGE STATION, HOME OF TEXAS A&M  
UNIVERSITY, WE WILL CONTINUE TO PROMOTE AND ADVANCE THE  
COMMUNITY'S QUALITY OF LIFE.

### *Community Vision Statement*

College Station, the proud home of Texas A&M University and the heart of the Brazos Valley, will be a vibrant, progressive, knowledge-based community which promotes the highest quality of life by ...

- ensuring safe, tranquil, clean, and healthy neighborhoods with enduring character;
- increasing and maintaining the mobility of College Station citizens through a well planned and constructed inter-modal transportation system;
- expecting sensitive development and management of the built and natural environment;
- supporting well planned, quality and sustainable growth;
- valuing and protecting our cultural and historical community resources;
- developing and maintaining quality cost-effective community facilities, infrastructure and services which ensure our city is cohesive and well connected; and
- pro-actively creating and maintaining economic and educational opportunities for all citizens.

College Station will remain among the friendliest and most responsive of communities and a demonstrated partner in maintaining and enhancing all that is good and celebrated in the Brazos Valley. It will forever be a place where Texas and the world come to learn.

## *City of College Station Core Values*

### **To promote:**

- The health, safety, and general well being of the community
- Excellence in customer service
- Fiscal responsibility
- Involvement and participation of the citizenry
- Collaboration and cooperation
- Regionalism: be active member of the Brazos Valley community and beyond
- Activities that promote municipal empowerment

### *Organizational Values*

- Respect everyone
- Deliver excellent service
- Risk, Create, Innovate
- Be one city, one team
- Be personally responsible
- Do the right thing – act with integrity and honesty
- Have fun

Using the community vision, mission statement, and values as a spring board, the College Station City Council has set the strategic direction for the city government through development of ten *Strategic Issues* and supporting *Policy Initiatives*. The Strategic Plan focuses organizational resources and identifies those intentional actions to be undertaken by city government to achieve the desired outcomes.

## Citywide Safety & Security

Safety and security of College Station citizens is imperative. We want to ensure all citizens and visitors to the community feel safe while enjoying the quality of life offered by College Station.

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### *Policy Initiatives*

- Invest in our public safety infrastructure to provide consistent and high quality public safety services
- Benchmark our public safety services with other similar communities to ensure we are setting the pace at a national level

## Effective Communications

Effective two-way communications with both internal and external audiences is essential to the continued success of the many programs and services offered by the City of College Station. Utilizing a variety of media and technology, we will strive to market our services, communicate our mission and values, engage our citizens in the decisions of city government while telling the College Station story to our elected officials, employees, citizens, community partners, and others nationwide.

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### *Policy Initiatives*

- Implement a communication strategy which continually informs our citizens about the city government
- Market the City of College Station as a superior service provider
- Cultivate citizen trust by fostering and practicing open, accountable and responsible government
- Interact with appointed committees to ensure the City Council's vision and expectations are known and adhered to when discussing policy

### **Growing Sustainable Revenue Sources Balanced with Needs**

The ability of College Station to finance quality services, meet demands of growing our infrastructure and provide for the quality of life quotient for the community, requires fiscal soundness and growing our revenue sources. We will adhere to sound business practices which obtain true value for dollars spent, diversify our revenue sources through identification of innovative revenue strategies, and implement financial policies which protect city resources.

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#### *Policy Initiatives*

- Develop innovative income strategies to diversify and strengthen income base
- Re-evaluate and update financial policies to ensure they continually meet our needs as a city government
- Improve business practices to ensure we achieve the best value for dollars invested

### **Destination Place to Live and Work**

We want College Station to be a destination city which attracts visitors, residents, businesses, and investment. In promoting and maintaining a high quality of life, we want to be a community which provides diverse opportunities for work, entertainment, livable neighborhoods, and business development. We want College Station to be among the best *cool places* to live in the United States.

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#### *Policy Initiatives*

- Invest in infrastructure and programs that create a sense of place for College Station citizens
- Identify and invest in those programs and activities that promote College Station as a *cool place* to live, work , and play

### **Exceptional Multi-modal Mobility**

The rapid growth of College Station is impacting our ability to provide an efficient public and private transportation network to ensure mobility and safety to our citizens. Development of an efficient multi-modal transportation system is needed to promote a healthy local economy and support the community's quality of life.

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#### *Policy Initiatives*

- Develop a transportation plan that supports the development of College Station in regard to its land use and transportation needs
- Implement our transportation plan to improve our overall transportation network and support development of the community
- Improve operational efficiency of our existing transportation network
- Implement state of the art transportation management programs and systems
- Lobby for state and federal transportation funds to continually improve our transportation systems

### **Sustainable Quality City Workforce**

Our employees are our most valued asset. We want to ensure the City of College Station work environment is exceptional while encouraging innovation and creativity. We want to be able to attract the *best and brightest* and retain highly competent individuals who serve the citizens of College Station.

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#### *Policy Initiatives*

- Create a work environment that attracts and retains quality employees

### **Exceptional Infrastructure and Core Services**

Our core mission is the delivery of exceptional services to our citizens. Our infrastructure is the backbone of our service delivery system and we will continually make prudent investments to grow and maintain all infrastructure to support our delivery of services. We will expect our core services to be to of the highest quality. We expect our services to our customer to be focused, timely and cost effective.

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#### *Policy Initiatives*

- Ensure our infrastructure is well maintained and expands to meet the needs of our citizens and various city services
- Provide core city services that are customer focused, cost effective and of the highest quality

### **Diverse Growing Economy**

We want to promote through effective policies and programs the continued growth and diversification of our economy. We will provide leadership to encourage the diversification of our economy while actively collaborating with our community partners to produce economic benefit to all citizens.

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#### *Policy Initiatives*

- Develop and implement specific plans to enhance and diversify our tax base
- Develop and implement plans which promote redevelopment of strategic areas of College Station
- Seek economic development opportunities and partnerships which position College Station as a national center for bio-technology
- Enhance tourism with the development of needed infrastructure to support the tourism segment of our economy

## Neighborhood Integrity

Neighborhoods are the basic building blocks of our city. Neighborhoods are where we live, raise our families, and socialize with our friends and neighbors. In many ways our city is only as strong and sustainable as our neighborhoods. Our challenge is to welcome the increasing number of students while retaining the strength and vitality of our neighborhoods.

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### *Policy Initiatives*

- Promote comprehensive planning and management of growth
- Ensure College Station remains a highly livable city driven by quality of life
- Improve the capacity of neighborhoods to deal with planning and quality of life issues
- Orient service delivery toward neighborhoods
- Enhance the City's enforcement tools to better address the rental market
- Educate key stakeholders and the community
- Promote the development of sustainable neighborhoods that address the needs of various population groups



### **Green College Station**

Sustainability and resource conservation has become a constant on the local government landscape. There is a clear case to be made for sustainability and conservation of resources in College Station. Our emphasis on the quality of life for the community demands that we aggressively work towards creating a culture in the community which embraces sustainability as its mantra.

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#### *Policy Initiatives*

- Include renewable green energy in a portion of our purchased power while reducing the overall energy consumption
- Reduce our overall per capita water consumption
- Develop mechanisms to reuse water in the community
- Reduce the overall volume of waste generated in the community while developing environmentally sound and economically feasible means to dispose of waste
- Develop specific strategies to promote efficient use of our land while protecting our natural resources
- Promote open and green space as a prominent component of our community character
- Inventory global warming emissions in the City operations as well as in the community and set realistic reduction targets

<p style="text-align: center;"><b>City of College Station</b> <b>City Council Priorities Summary 2008-2009</b></p>
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| <ul style="list-style-type: none"><li>➤ Continue development and implementation of Neighborhood Integrity Strategy</li><li>➤ Address needs for a new City Hall, Council Chamber, office space, etc.</li><li>➤ Define opportunities for improved business and industrial growth</li><li>➤ Continue building foundation for Green College Station Initiative</li><li>➤ Promote strong intergenerational parks</li><li>➤ Analyze financial long term stability of the city while continuing to evaluate ways to ensure growth pays for itself</li><li>➤ Improve overall political health within city government and promote communication between various stakeholders</li><li>➤ Increased interaction with appointed committees to ensure the Council's vision and expectations are known</li><li>➤ Continue to address needs for a Convention Center</li><li>➤ Secure infrastructure for the next 20+ years, including transportation issues</li><li>➤ Create an accessible wireless system</li><li>➤ Continue to build and expand hike and bike trails</li></ul> |
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<p style="text-align: center;"><b>City of College Station</b> <b>City Management Priorities 2008-2009</b></p>
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| <ul style="list-style-type: none"><li>➤ <b>Fill vacant upper management positions</b></li><li>➤ <b>Green College Station initiatives</b></li><li>➤ <b>Successful completion of 2008 bond issue</b></li><li>➤ <b>Comprehensive Plan Update</b></li><li>➤ <b>Capital Improvement Projects progress</b></li><li>➤ <b>Address City Hall needs</b></li><li>➤ <b>Make Hotel Convention Center a reality</b></li><li>➤ <b>Complete overhaul of Neighborhood Services structure</b></li><li>➤ <b>Complete Police Management Review and HR Classification Study</b></li><li>➤ <b>Continue to identify ways to motivate and re-energize staff</b></li><li>➤ <b>Seek creative ways to fund City government and new initiatives</b></li></ul> |
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